



Competency-Based Performance Workbook

Version 3 2022

NAME

COACHED BY

REVIEW DATE

About Competency-Based Performance

PRECISION AND FOCUS WILL LEAD YOU TO SUCCESS!

What is the competency-based framework?

The framework defines the main actions you need to focus on, in your job, so that you can move forward towards your goals in a conscious, focused and defined manner.



When do you need a framework?

You need a framework when you want to be able to identify the competencies, define your actions and be able to work to achieve a successful outcome while being able to explain and justify your actions and achievements.

How does it work?

The competency framework and review process will bring new ways of working for you in or away from your current role. It connects your personal talent and contribution to commercial performance. By using new ways of reporting and review, you will be able to define and support your current methods of working as well as introduce new ideas that help you work more effectively.

What to expect from the process?

There will be main actions that you need to focus on. Not all will be relevant for your current role but at least one will be and it is important for you to understand and know how the others relate to your career growth so that you know how to make the decisions that help you achieve growth in your next role.

We will work together and talk openly about what you do well. You will come up with new ideas to bring to your role and you will start making a combined and bigger impact for your current business but also for your next job. Co-operation is the first and most important expectation, followed by commitment to change, and, finally, doing the action you promised you will do in the time that you agreed to do it.

What are the three primary areas affected?



FINANCIAL

FOCUS ON COMMERCIAL IMPACT

EFFECTIVENESS

BETTER TEAM INTEGRATION



COMPETENCIES

PERSONAL IMPROVEMENT



Competencies: Implementing quarterly reviews



Implement the competency framework and individual performance plans in the first week of the quarter. The second review will be the first week of the second quarter.

What are your next steps?

This workbook contains information for how to complete your self-reflection exercise using the competency framework. Your coach will book some time with you to complete your personal self-development plan. These will be sent out ahead of time so you can plan your diary.



Who can you go to with questions?

You can ask your coach by emailing Rania at rania@yourneurocoach.com with any questions.



When implemented company-wide, the framework co-ordinates everyone's inputs in the company, in a way that synchronises efforts, making it easier and faster to succeed with business goals.

What is a competency?

A competency, or multiple competencies, is your personal knowledge, skill or behaviour that brings value to the business. They can be defined as the behaviours (and technical attributes where appropriate) that you have, or are developing, so that you can perform well in your job.

The Competency Framework

The new framework is made up of five key areas that impact business performance, these are:

1. Results Orientation
2. People Skills
3. Passion for Excellence
4. Curiosity
5. Commercial Aptitude

For each of the areas, you will be asked to reflect on how you can develop yourself, based on your position of responsibility in the business.

How does the review process work?

This handbook contains all the documents you need. Set some quiet time aside to read the exercises on the following pages and ask your coach (your reviewer) about any words that need explaining. You will complete the Self-Reflection Exercise for this quarter alone and then review your answers with your coach. During your review, you will complete the Self-Development Plan which details the new actions that you commit to doing and provides a summary of your review conclusions for both you and your coach. If the framework is being rolled out by your organisation, a copy will be sent to HR/L&D and kept in your personal HR file.

Your Review Summary

1. **Come prepared.** Complete your Self-Reflection Exercise completely and ahead of your review meeting.
2. **Manage possible interruptions.** Agree on a quiet place for your review meeting and turn off your phone notifications so you can focus your full attention on having high quality conversations.
3. **Be open and curious.** The purpose of your conversations is to identify the areas of growth and agree new positive actions and behaviours.
4. **Be honest about what motivates you.** The aim is to apply your passions in ways that are relevant to company success. Focus on creating a win-win plan.



Coach Tips

- Introduce the competency review to the whole team at the same time, if possible.
- Book the coachee's diary in advance and allow enough time for them to conduct their exercise independently, in advance.
- Make notes of agreed action deadlines in your calendar and set a reminder to follow-up.



The First Review

Your first review will consist of two parts:

1. Self-Reflection Exercise 1 - completed individually prior to the meeting.
2. Self Development Plan 1 - completed with your coach.

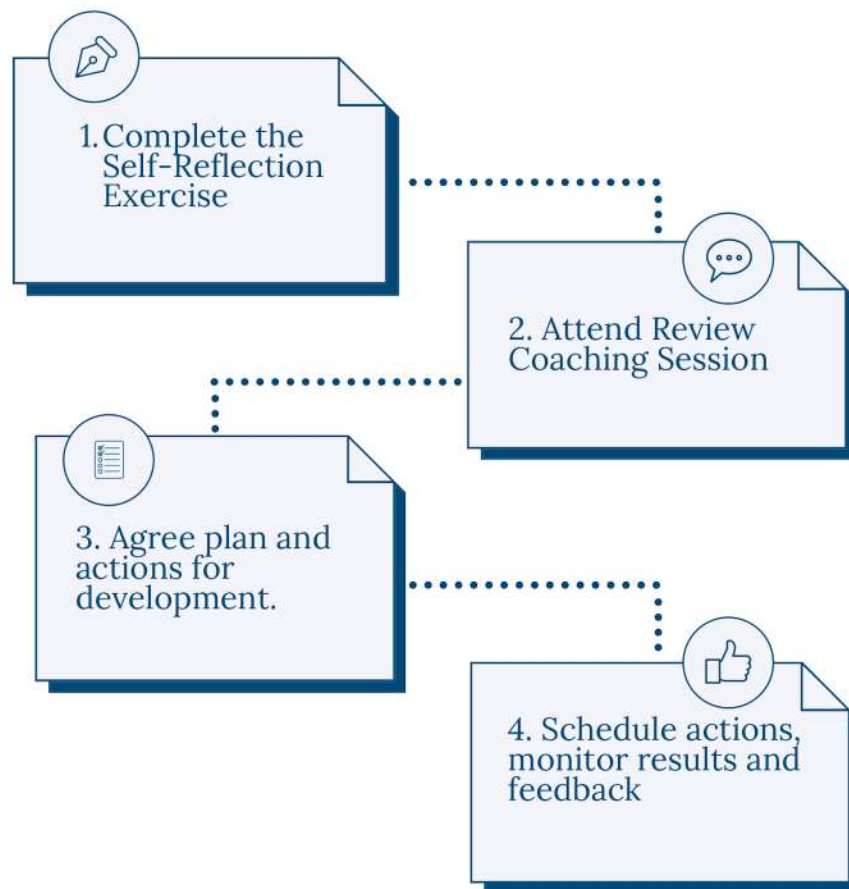
For your first time, you are asked to focus on levels one to three. This makes the first review manageable.

What about the rest of the framework?

It is always helpful for your coach to learn more about your potential and ambitions. If you would like to learn more too, you are invited to complete as many levels of the framework as you would like, as this demonstrates your capabilities and capacity for future growth. It's also good for you to learn about the next levels that will be introduced later, that apply to those in more senior positions across the company or for the next step of your career.



Step-by-Step Summary



Next Reviews

It is important for your personal development to have this dedicated time to discuss your efforts towards your job and your company. Ideally, competency sessions should be conducted every three months with a total of four reviews per year. Your competencies and development plan will be used by your coach to support future discussions about salary expectations, promotions, new positions and other growth-related opportunities.






Coach Tip

When booking the session in Microsoft Outlook, set the invitation to repeat every three months with a reminder!




Self-Reflection Exercise 1

Please read the following statements and reflect on how frequently you demonstrate the competency at work. Put a tick (✓) for your answer for each one to indicate  **NEVER**,  **SOMETIMES** or  **ALWAYS**. If you scored ALWAYS for all competencies, please complete Exercise 2. An example of a negative position is given to facilitate reflection an discussion.

LEVEL 1 - Knowledge, Ability and Skill Development				
				
COMPETENCY 1: Results Orientation This competency describes how you work towards achieving goals An example of a negative position would be: Demonstrates an unchanging attitude, low energy and drive	Knows and understands goals for own role			
	Achieves the assigned task as per standards and timelines			
	Demonstrates energy and drive to deliver to expectations			
	Takes accountability for completing work assignments, meets commitments and deadlines			
	Reports on progress			
COMPETENCY 2: People Skills This competency describes how you listen effectively, convey ideas and establish appropriate rapport An example of a negative position would be: Demonstrates an unchanging attitude, low energy and drive	Listens carefully to learn and improve knowledge			
	Listens actively and objectively without interrupting			
	Presents written and verbal information clearly and concisely			
	Is approachable to people they meet and relates well to their needs/concerns			
	Is aware of social and cultural norms			

Self-Reflection Exercise 1 – continued

Please continue scoring the statements below.

LEVEL 1 - Knowledge, Ability and Skill Development				
				
COMPETENCY 3: Passion for Excellence This competency describes how you take personal ownership to deliver as expected An example of a negative position would be: Demonstrates an unchanging attitude, low energy and drive	Knows how to do their part of the job well or right, has a can-do attitude in getting things done			
	Expresses a desire to do better, demonstrates a high level of integrity in all actions			
	Clarifies details of tasks/assignments			
	Allocates time efficiently based on objectives, meets deadlines			
	Takes action to correct work that does not meet quality standards			
COMPETENCY 4: Curiosity This competency describes how you are open to new ideas to improve An example of a negative position would be: Expects to be told what to do. Fails to gather data or gathers irrelevant data	Identifies problems within their own scope of work and discusses with others to resolve			
	Asks appropriate questions to identify and clarify the information/situation			
	Maintains a positive attitude to achieving results in their own job			
	Identifies gaps and opportunities in information			
	Gathers necessary information before raising challenges			

Self-Reflection Exercise 1 – continued

Please continue scoring the statements below.

LEVEL 1 – Knowledge, Ability and Skill Development				
COMPETENCY 5: Commercial Aptitude This competency describes how you understand operational goals and align appropriately An example of a negative position would be: Does not show an interest in larger business priorities	Is aware of the business objectives			
	Understands the link between organisational goals and department goals			
	Demonstrates an awareness of the basics of business			
	Understands how their own work contributes to the business			
	Works and collaborates effectively within a culturally diverse organisation			



Coach Tips

- Avoid too many suggestions. It is important that the review is done by the employee so that we can learn more about how they think, feel and act in their jobs and as an individual.
- Read the score for each statement and consider its accuracy. Most often people are self-critical. Can you challenge them positively?
- When challenging, offer examples that provide evidence of the contrary. Ask for more information on the rationale behind the score.
- Listen carefully to the coachee. Listen for what is being said and what is not being said, in order to identify potential growth areas later.

Self-Development Plan - Action 1

Please complete a worksheet for each NEVER or SOMETIMES. If you find two statements are related, you can combine the competencies to one action. You should have one major development goal and a maximum of three to four minor goals to work on.

Focus level:
Competency to focus on:
What is the impact in your job of NOT demonstrating this competency?
Define a concise SMART development objective that will address the impact stated above. (Specific, Measurable, Achievable, Relevant, Timely)
State the goal and how success will be measured. Can you think of a % or out of 10 to score?
What are the step-by-step actions to achieve the goal? Use bullets or numbers.
When will this goal and action be reviewed? (Remember to put this in your calendar)

Self-Development Plan - Action 2

Please complete a worksheet for each NEVER or SOMETIMES. If you find two statements are related, you can combine the competencies to one action. You should have one major development goal and a maximum of three to four minor goals to work on.

Focus level:
Competency to focus on:
What is the impact in your job of NOT demonstrating this competency?
Define a concise SMART development objective that will address the impact stated above. (Specific, Measurable, Achievable, Relevant, Timely)
State the goal and how success will be measured. Can you think of a % or out of 10 to score?
What are the step-by-step actions to achieve the goal? Use bullets or numbers.
When will this goal and action be reviewed? (Remember to put this in your calendar)

Self-Development Plan - Action 3

Please complete a worksheet for each NEVER or SOMETIMES. If you find two statements are related, you can combine the competencies to one action. You should have one major development goal and a maximum of three to four minor goals to work on.

Focus level:
Competency to focus on:
What is the impact in your job of NOT demonstrating this competency?
Define a concise SMART development objective that will address the impact stated above. (Specific, Measurable, Achievable, Relevant, Timely)
State the goal and how success will be measured. Can you think of a % or out of 10 to score?
What are the step-by-step actions to achieve the goal? Use bullets or numbers.
When will this goal and action be reviewed? (Remember to put this in your calendar)

Self-Development Plan - Action 4

Please complete a worksheet for each NEVER or SOMETIMES. If you find two statements are related, you can combine the competencies to one action. You should have one major development goal and a maximum of three to four minor goals to work on.

Focus level:
Competency to focus on:
What is the impact in your job of NOT demonstrating this competency?
Define a concise SMART development objective that will address the impact stated above. (Specific, Measurable, Achievable, Relevant, Timely)
State the goal and how success will be measured. Can you think of a % or out of 10 to score?
What are the step-by-step actions to achieve the goal? Use bullets or numbers.
When will this goal and action be reviewed? (Remember to put this in your calendar)

Self-Development Plan - Action 5

Please complete a worksheet for each NEVER or SOMETIMES. If you find two statements are related, you can combine the competencies to one action. You should have one major development goal and a maximum of three to four minor goals to work on.

Focus level:
Competency to focus on:
What is the impact in your job of NOT demonstrating this competency?
Define a concise SMART development objective that will address the impact stated above. (Specific, Measurable, Achievable, Relevant, Timely)
State the goal and how success will be measured. Can you think of a % or out of 10 to score?
What are the step-by-step actions to achieve the goal? Use bullets or numbers.
When will this goal and action be reviewed? (Remember to put this in your calendar)

Self-Reflection Exercises 2, 3, 4, and 5

One the following pages, you will find Self-Reflection Exercises for Focus Levels 2, 3, 4 and 5. These levels may or may not apply to your current position but will be required if you scored ALWAYS in all statements for your Self-Reflection Exercise 1.

You can complete these exercises to demonstrate your future potential. Please share your scores with your reviewer. More information about these levels will be shared in the next review. This will be the next quarter.



Coach Tips

- Encourage coachees to complete these exercises, especially if they have expressed a desire and readiness for growth.
- Complete these sections yourself so you become familiar with how the competencies reflect expectations as seniority increases.
- The coachee will be required to more levels in the next review. By completing the whole framework, they will also be able to learn how their higher level competencies can be strengthened through awareness and often from working hard on the same competency at a lower level.




Self-Reflection Exercise 2

Please score the statements below.

LEVEL 2 - Understanding Contextual Meaning				
				
COMPETENCY 1: Results Orientation This competency describes how you Measure and monitor progress of yourself and team towards goals and persevere in difficult situations An example of a negative position would be: Does not show interest in achieving results	Consistently delivers high quality results on time			
	Demonstrates persistence to achieve results in spite of obstacles			
	Successfully manages multi-tasking by balancing urgent vs important tasks			
	Accepts ambitious targets for achievement and generally delivers them			
	Tracks progress against job expectations in order to make adjustments to performance as required			
COMPETENCY 2: People Skills This competency describes how you adapt communication to suit the audience and purpose and develop mutually beneficial relationships An example of a negative position would be: Not willing to consider other people's views	Listens to the information being provided and checks if accurately understood			
	Elicits feedback/comments on what has been said			
	Conveys information, thoughts, and opinions by communicating in an appropriate manner			
	Builds working relationships by maintaining continuous and open communication			
	Resolves interpersonal conflicts to maintain a positive working environment			

Self-Reflection Exercise 2 - continued

Please continue scoring the statements below.

LEVEL 2 - Understanding Contextual Meaning				
				
COMPETENCY 3: Passion for Excellence This competency describes how you take responsibility for own actions and support others to deliver beyond expectations An example of a negative position would be: Accepts change unwillingly, defends the status quo	Makes specific changes in own work methods to improve			
	Pro-actively seeks and comes up with new ideas to improve work processes and own work performance			
	Empowers others to deliver results giving support			
	Works with others to analyse results and determine appropriate follow up			
	Uses basic tools to improve job efficiency			
COMPETENCY 4: Curiosity This competency describes how you give constructive suggestions, stay updated and share learning with team An example of a negative position would be: Does not look beyond the surface of the information	Offers new and imaginative suggestions			
	Explores and builds on others' ideas			
	Balances the need for making decisions with limited information with the risk of not acting			
	Resolves problems enthusiastically and views them as challenges			
	Applies reasoning and judgment to solving problems			

Self-Reflection Exercise 2 - continued

Please continue scoring the statements below.

LEVEL 2 - Understanding Contextual Meaning				
COMPETENCY 5: Commercial Aptitude This competency describes how you learn from external environment and identifies business opportunities An example of a negative position would be: Collects and maintains information but does not use it or interpret it	Understands the organisational structure, systems, procedures and policies			
	Knows the competition			
	Understands the components of the <u>business value chain</u> and its impact on each other			
	Seeks opportunities to increase business knowledge about the organisation and the industry			
	Prioritises work in alignment with long term strategies			






Coach Tips

- When asking for more information, use questions starting with 'How?', 'When?', 'Who?'
- You can also say 'Tell me more about...' to extract more details.
- Avoid asking 'Why?' Why elicits a feeling of responsibility and possible blame and can result in the employee feeling defensive and giving an answer that may deflect or inhibit openness.

Self-Reflection Exercise 3

Please score the statements below.

LEVEL 3 - Applying Knowledge, Ability and Skill in Context				
				
COMPETENCY 1: Results Orientation This competency describes how you set stretch goals for self and team and ensure securing requisite resources to meet them An example of a negative position would be: Manages day to day but fails to oversee the whole project	Initiates and completes processes that achieve new, unique or challenging objectives			
	Displays determination, commitment and drive to see things through to a successful conclusion in spite of challenges			
	Identifies opportunities to use company resources more wisely			
	Supports, motivates and encourages others in their efforts to reach objectives			
	Identifies opportunities and roadblocks and deals with them so goals can be accomplished			
COMPETENCY 2: People Skills This competency describes how you generate dialogue to build trust in relationships and effectively resolve conflicts An example of a negative position would be: Is unable to communicate the true nature of issues to others	Expresses and articulates complex ideas in a structured and comprehensible manner			
	Takes others' perspective into account when communicating, negotiating or debating			
	Communicates complex ideas clearly and credibly to varied audiences			
	Builds cross-functional working relationships, deals with others' reactions and resolves multi-cultural issues			
	Modifies communication style to influence audience by using appropriate channels of communication when communicating, negotiating or debating			

Self-Reflection Exercise 3 - continued

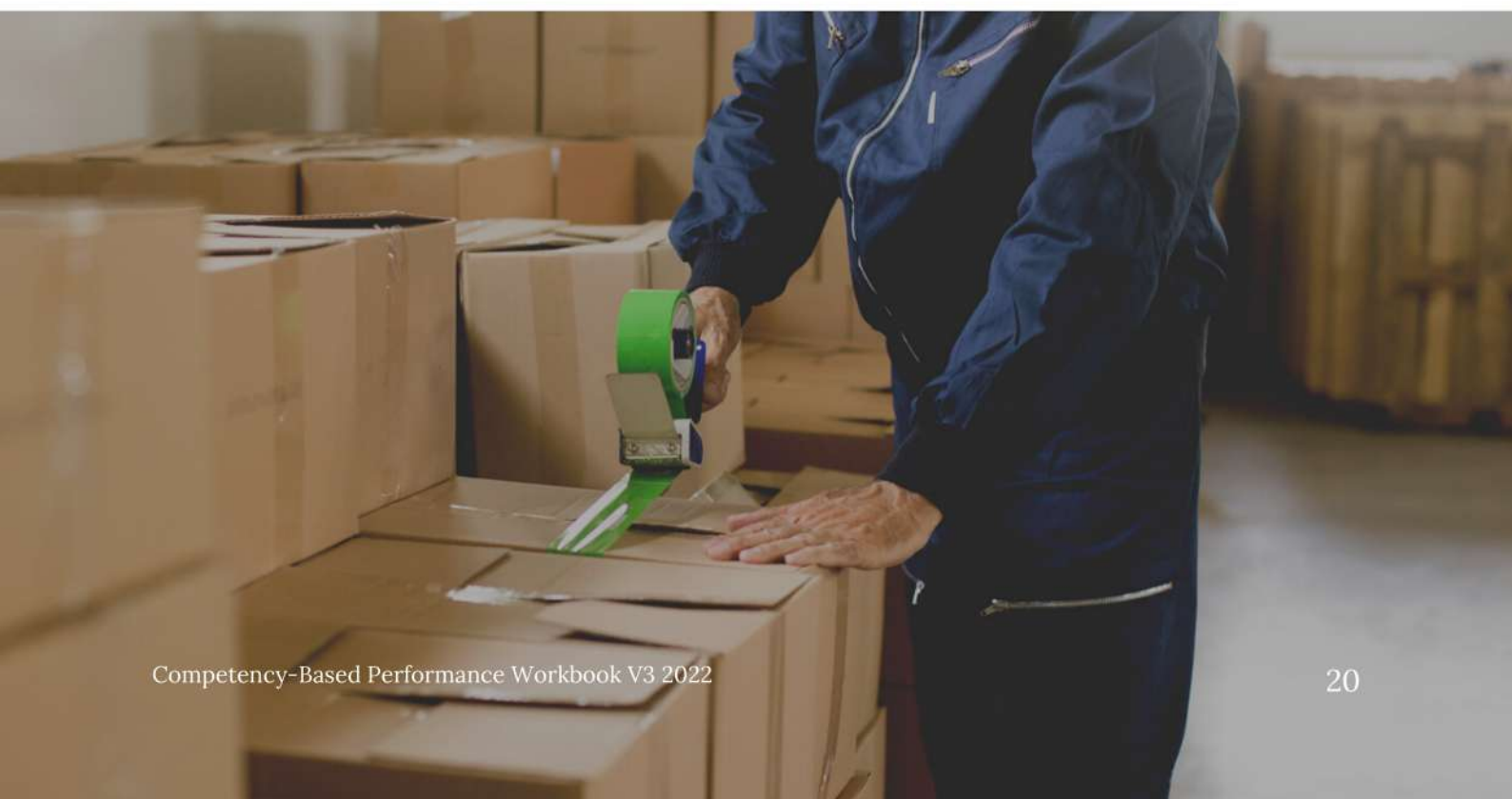
Please continue scoring the statements below.

LEVEL 3 - Applying Knowledge, Ability and Skill in Context				
				
COMPETENCY 3: Passion for Excellence This competency describes how you drive accountability and set high standards for self and others An example of a negative position would be: Accepts average performance as the norm and seeks to resist improvements	Constantly sets stretching, realistic and time-bound targets for self and others that require speed and agility to meet			
	May set out to provide a unique standard - something unprecedented			
	Generates energy and an urgency in getting things done faster, more efficiently with quality as the standard			
	Makes suggestions for increasing the speed and effectiveness of the change process			
	Anticipates and initiates changes, keeping in mind its rationale and impact on business			
COMPETENCY 4: Curiosity This competency describes how you react positively to learning/growth opportunities An example of a negative position would be: Over simplistic, missing the key elements involved	Delegates and empowers others to increase contribution and level of responsibility			
	Encourages creative and non-traditional ideas to improve team and organisational effectiveness			
	Takes initiatives to identify opportunities for improving products, processes or systems			
	Identifies broader implications of proposed solutions			
	Develops creative solutions for problems within appropriate timeframes			

Self-Reflection Exercise 3 - continued




Please continue scoring the statements below.

LEVEL 3 - Applying Knowledge, Ability and Skill in Context				
COMPETENCY 5: Commercial Aptitude This competency describes how you anticipate opportunities and create plans based on internal and external business environment to secure success An example of a negative position would be: Refuse to prepare or passively prepares strategic plans based on past norms; does not consider or investigate alternatives	Knowledgeable in current business processes and emerging practices and trends			
	Utilises resources effectively to increase output and productivity			
	Creates strategies and tactics that work in the marketplace			
	Uses networks to seek fresh ideas			
	Conducts benchmarking against others in related industries to derive commercial advantage			





Self-Reflection Exercise 4

Please score the statements below.

LEVEL 4 - Analysing for Growth and Opportunity				
				
COMPETENCY 1: Results Orientation This competency describes how you set visionary goals and empower the organisation to overcome obstacles and achieve set goals An example of a negative position would be: Develops plans that are not in harmony with the future nor rest of the organisation	Achieves superior organisational results whilst assuring sustainability of business			
	Accepts full responsibility of delivering results for self and team			
	Defines key activities that deliver the required business results and secures necessary resources			
	Ensures business results are achieved with consideration to Social, Reputational and Environmental impact			
	Exhibits high levels of support and leads teams to successful delivery of overall results			
COMPETENCY 2: People Skills This competency describes how you foster an environment that supports collaboration and influence others through alliance An example of a negative position would be: Is unable to communicate the true nature of issues to others	Consistently communicates a clear, compelling vision to others in a way that generates excitement, enthusiasm and commitment			
	Probes and listens to information from others, to understand underlying issues			
	Builds working relationships with stakeholders, optimising integration to achieve results			
	Optimises interactions in diverse environment mindful of cross-culture sensitivity			
	Motivates through clear and open communication on priorities, leading through skill and example, not position or authority			

Self-Reflection Exercise 4 - continued

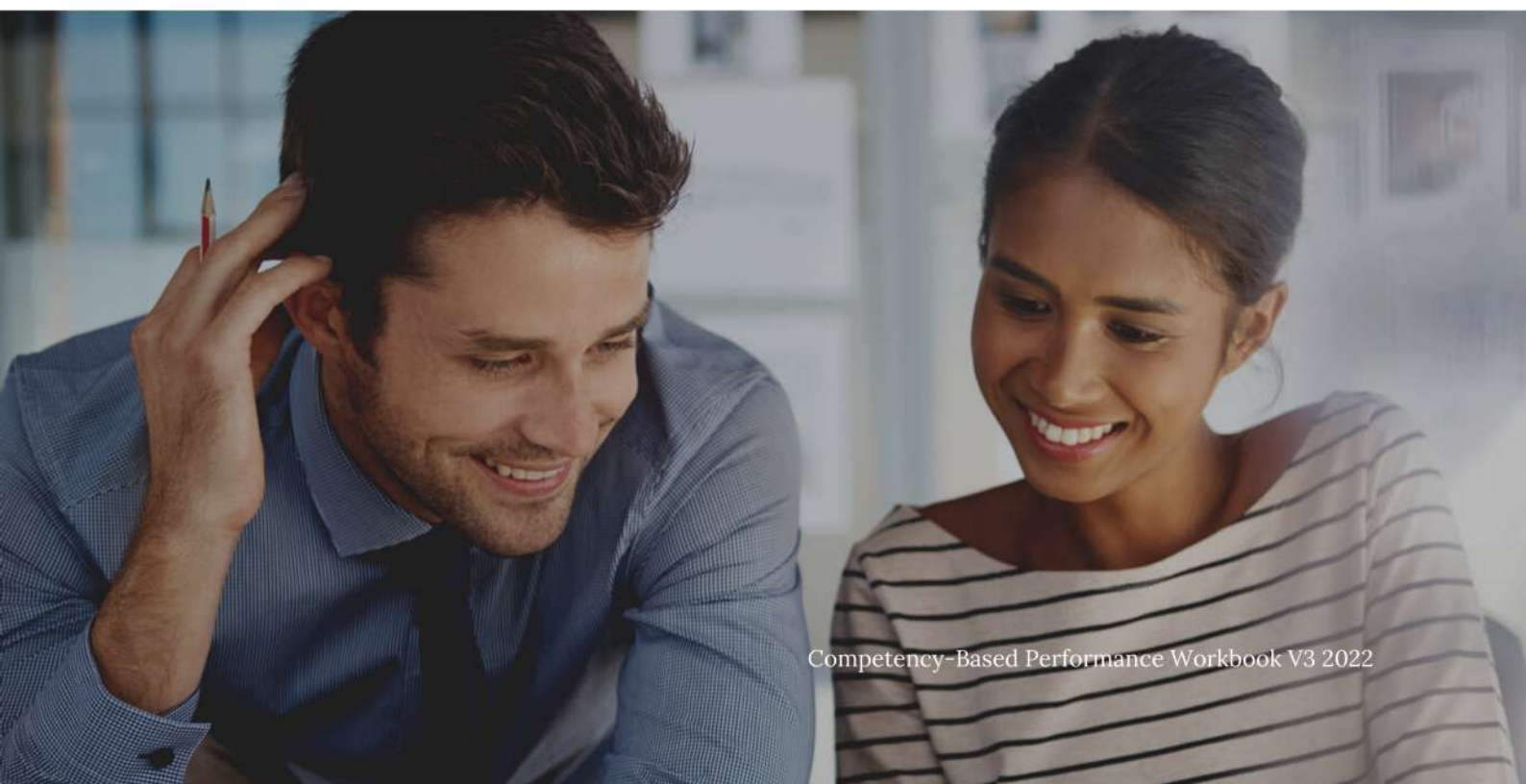
Please continue scoring the statements below.

LEVEL 4 - Analysing for Growth and Opportunity				
				
COMPETENCY 3: Passion for Excellence This competency describes how you create newer standards for organisation success and inspire others to achieve the same An example of a negative position would be: Unmotivated by achievements, prefers sticking to tried and tested methods	Constantly pushes the boundaries of possibilities, seeking to improve all the time through self and team empowerment			
	Takes calculated risks to achieve results			
	Takes great pride in delivering excellence and enjoys in participating in outstanding consequences			
	Develops and communicates a compelling vision of what the organisation can achieve with excitement, enthusiasm and energy			
	Challenges established thinking, processes or systems with the long term success of the organisation			
COMPETENCY 4: Curiosity This competency describes how you anticipate the future and drive a paradigm shift An example of a negative position would be: Does not allocate or invest attention to enable growth of innovate ideas	Proactively and consistently optimises business opportunities via new ideas and creative approaches			
	Leads and nurtures a culture of creativity and innovation			
	Empowers others to be innovative and enhance the quality of solutions generated			
	Establishes a culture where people explore new ideas and new ways of doing things			
	Integrates strategic, operational and financial information from multiple sources to identify new/mega trends			

Self-Reflection Exercise 4 – continued




Please continue scoring the statements below.

LEVEL 4 – Analysing for Growth and Opportunity				
COMPETENCY 5: Commercial Aptitude This competency describes how you envisage and roll out game changing competitive advantages An example of a negative position would be: Considers issues from a narrow perspective; plans without considering the overall impact on the organisation	Effectively utilises business knowledge to influence key individuals and teams across difference business units			
	Rolls out cutting edge advancements in business to leverage growth potential			
	Understands the political, economic, social, technological, legal and environmental implications across geographies			
	Incorporates emerging complexities to redirect current strategic implementation			
	Champions development of proactive strategies and uses strategic alliances to extend the boundaries and impact of the organisation			





Self-Reflection Exercise 5

Please score the statements below.

LEVEL 5 - Objective and Integrative Judgement and Decision-making				
				
COMPETENCY 1: Results Orientation This competency describes how you establish an organisational framework for effective planning, organising and follow-up An example of a negative position would be: Fails to review strategic plans in the light of changing circumstances	Ensures plans and priorities are aligned with strategic organisational direction			
	Establishes procedures and systems to collect information and to monitor results			
	Manages complex and/or high profile projects to successful completion			
	Evaluates process and results and makes appropriate adjustments to the plan			
	Establishes alternative courses of action, organises people and prioritises activities of the team to achieve results more effectively			
COMPETENCY 2: People Skills This competency describes how you foster talent pool across the organisation An example of a negative position would be: Fails to monitor the performance of individual departments	Creates a culture for continuous talent development across the organisation by institutionalising organisation wide processes			
	Acts as a role model, encouraging continuous self-improvement			
	Offers self as a coach or mentor to employees outside of the immediate team			
	Promotes learning and development as a critical element of management, encouraging a culture of constructive feedback aimed at enhancing the organisations performance			
	Takes difficult decisions that reinforce the principles and values of the organisation			

Self-Reflection Exercise 5 - continued

Please continue scoring the statements below.

LEVEL 5 - Objective and Integrative Judgement and Decision-making   				
COMPETENCY 3: Passion for Excellence This competency describes how you lead by example to create a culture of performance excellence An example of a negative position would be: Does not propose proactive solutions to current business challenges	Deals with multiple and conflicting priorities by shifting strategic focus and activities quickly in response to changing organisational priorities			
	Imagines and conceptualises the customer future needs and preferences thereby creating products and services which exceed customers expectations			
	Embraces ambiguity and uncertainty and creates opportunities to grow business			
	Promotes and enables a culture of customer centricity			
	Ensures that the organisation's current and future vision is customer-oriented			
COMPETENCY 4: Curiosity This competency describes how you foster collaboration and influence others through alliance An example of a negative position would be: Does not propel the organisation forward with new products, innovations, solutions	Presents positive aspects and leads the team to think profoundly in a quest to find new ideas and solutions			
	Builds external relationships, optimising industry and market knowledge and sensing			
	Uses varied communication vehicles and opportunities to promote dialogue, shared understanding and consensus			
	Elicits questioning, debate and suggestions across all levels of the organisation, irrespective of position or authority			
	Collaborates with suppliers and customers to explore novel ideas for business growth			

Self-Reflection Exercise 5 - continued

Please continue scoring the statements below.

LEVEL 5 - Objective and Integrative Judgement and Decision-making ● ● ●				
COMPETENCY 5: Commercial Aptitude This competency describes how you create opportunities and sense gaps within the market and successfully drive new ventures An example of a negative position would be: Does not lead others in identifying creating or implementing opportunities	Actively seeks opportunities for the organisation in the regional and global markets with a view on the long term (beyond 12 months)			
	Advises or addresses underlying needs that have not yet been identified by customers			
	Influences business intent to venture into new and upcoming business domains			
	Formulates completely new and out of the box ideas and concepts, which create potential opportunity and uses innovative approaches to allow them to be realised			
	Creates a first mover advantage by envisaging and introducing ideas that address underlying needs that have not yet been identified by customers			





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